



Department of Planning & Zoning

December 6, 2004

1

King Street Retail Strategy

The King Street Vision is outlined in a series of Guiding Principles – “what ought to happen” developed by the Advisory Group:

- **Streetscape – *the pedestrian experience***
- **Land Use**
- **Waterfront**
- **Historic/Cultural**
- **Parking**
- **Circulation/Transportation**
- **Management/Marketing/Incentives**

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2

King Street Retail Strategy

***... with Planning Recommendations that
outline actions and strategies to implement
the Guiding Principles***

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3

King Street Retail Strategy

The King Street Strategy Report ***Administrative Draft***



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4

King Street Retail Strategy

Contents

King Street Retail Strategy Report

- Introduction
- Background
- Market Analysis
- Urban Design
 - Pedestrian Experience
- Land Use
- Parking
- Transit
- Waterfront
- Strategy Implementation



King Street Retail Strategy

INTRODUCTION

The Vision

An overview of what we are trying to achieve

The Community Benefits

Why the retail and the residential communities should support the Strategy

The Planning Area

Description of the Planning Area

The Planning Process

Description of the Planning Process



King Street Retail Strategy

The Vision for King Street

- Enhance King Street as the historical, cultural and retail focus of Alexandria;
- Build upon the traditional town character with a close relationship to the residential community;
- Create an attractive pedestrian place serving locals and visitors alike - an inviting and active street;
- Encourage unique retail activity on the ground floor and office and residential uses on the upper floors to provide day and evening activity;
- Capitalize upon the history in general and the waterfront history in particular;
- Assure creative management of the street, the parking and the transportation to enhance the visitor experience and minimize the impact on the residential community.

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7

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Benefits for the Business Community

- A long-term vision for the future of King Street to ensure an active vital environment for a lively retail street that maintains and grows its competitive position in the region;
 - Provides a roadmap for future enhanced streetscape and capital improvements;
 - Provides zoning and city regulations that reflect the needs of a retail street;
 - Provides guidelines for successful storefronts;
- A management structure that will give the private sector a strong voice in the operations, capital improvements and maintenance of the Street; and
- A parking strategy that will manage parking and transit resources to keep King Street competitive over time.

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8

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Benefits for the Residential Community

- An enhanced pedestrian environment to serve an active retail street that will maintain its attractiveness in the community;
- Adds residential to the retail street to strengthen demand, provide stability to the businesses and balance the types of goods and services offered in the neighborhood;
- Manage the parking to minimize the impact on the nearby residential neighborhoods;
- A market strategy that focuses on the independent merchants serving both visitors and residents; and
- A management structure that will assist in monitoring and maintaining the street consistent with the vision

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9

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BACKGROUND

King Street Characteristics

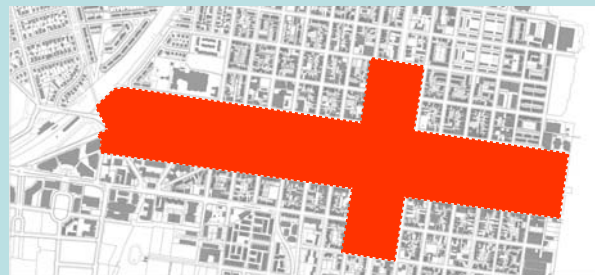
Sub-Area Descriptions

Historic Context

Historic Districts

Circulation

Transit



King Street Retail Strategy

MARKET ANALYSIS

Economic Overview

Existing Inventory

Overall Sales & Tourism Trends

Retail Sales

Restaurant Sales

Tourism Consumer Intercept Study

Consumer Analysis

Competition

MARKET POTENTIALS

- Household-generated demand
 - Demographics
 - Expenditure Potentials
 - Worker-generated Demand
 - Employment Base
 - Expenditure Potentials
 - Tourist-generated Demand
 - Visitor Base
 - Expenditure Potentials
 - Competitive Framework
 - Warranted Demand
- SUMMARY OF MARKET**

King Street Retail Strategy

• Number of Businesses: 539

❖ Retail	302 (55%)
– Shopper Goods	167 (31%)
– Restaurants	75 (14%)
– Personal Service	40 (7%)
– Convenience	20 (4%)
❖ Offices	182 (34%)
❖ Vacant Spaces	55 (10%)

• Total Area of Retail Businesses

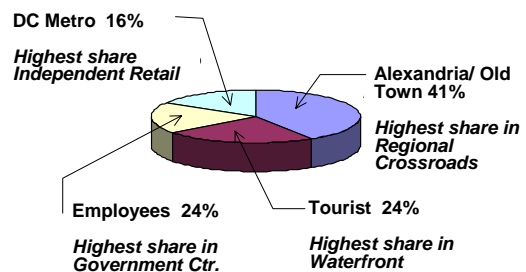
❖ Retail Area	883,000 SF
(equivalent to Ballston Commons)	

• Net Change in Inventory Last 6 years 6,000 SF or 0%

• Independents v. Chains

• Number of Chains	31 (10%)
• Square Feet	135,400 (18%)
• 600 Block	8 (57%)
• Net Change 96 – 03	+3 (01%)

• Source of Business (2003)



King Street Retail Strategy

Key Issues for Business Owners

	% of responses
1. Marketing of King Street	(16%)
2. Employee Parking	(12%)
3. Customer Parking	(12%)
4. City Regulatory Environment	(12%)
5. Streetscape/Environment	(9%)
6. Overall Economy	(7%)

Market Findings

Net New Demand for Selected Uses (2008)

• Convenience Food	11,900 SF
• Department Store	33,200
• Market/Grocery/Pharmacy	40,000
• Apparel	5,700
• Shoe Stores	19,700
• Home Furnishings	11,900
• Hardware	2,300
• Misc. Shoppers Goods (books, CDs, hobby)	23,500
• Restaurants (no bar)	-24,000
• Bar/Pub	29,700
• Cinema, related entertainment	45,000

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13

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URBAN DESIGN

STREETSCAPE

The Pedestrian Experience

- Vistas
- Sidewalks
- Outdoor Dining
- Sidewalk Seating
- Transit Shelters
- Street Infrastructure
- Street Furniture
- Street Graphics
- Street Lighting

STREETWALL



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STREETSCAPE – Pedestrian Environment

- Maintain/enhance the vistas
- Assure that the infrastructure elements are consistent with the historic character of the street



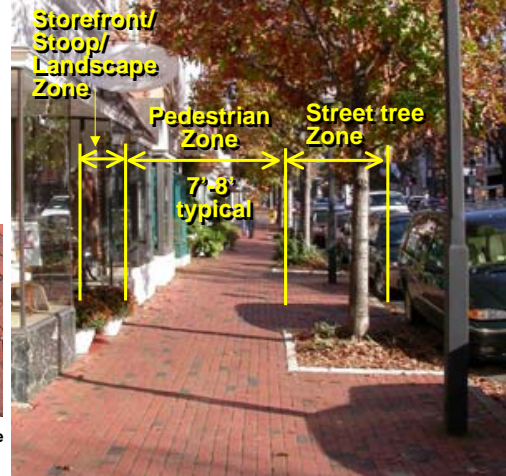
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15

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STREETSCAPE – The Pedestrian Zone

- Assure the highest quality in the public realm
- Create an inviting pedestrian experience
- Assure cleanliness
- Establish a minimum width for the pedestrian zone
- Enhance the landscaping



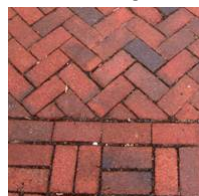
Running Bond



Herringbone



Basket Weave



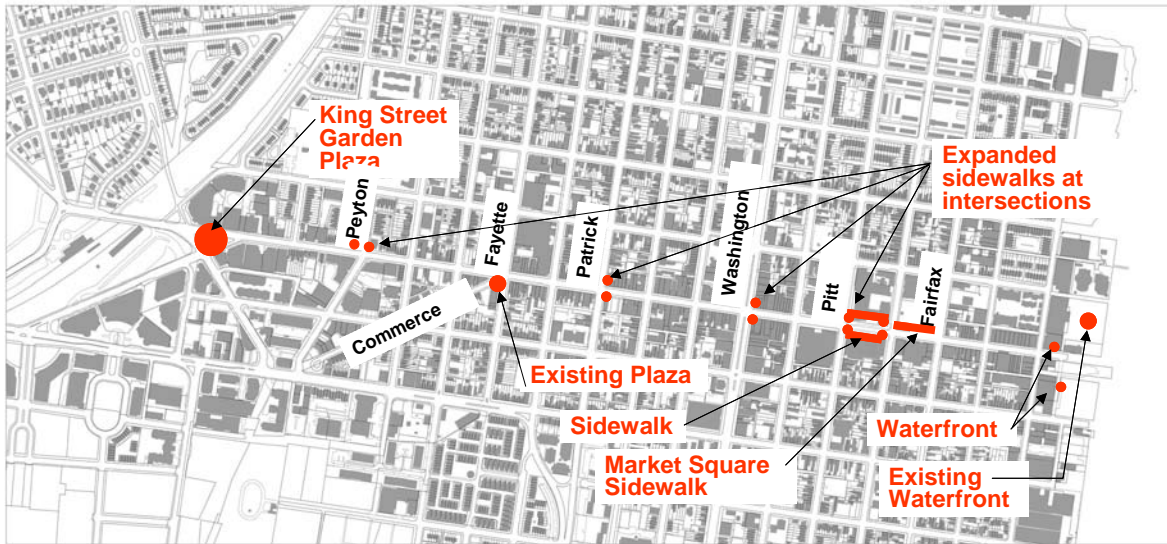
Basket Weave

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16

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The Pedestrian Experience



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17

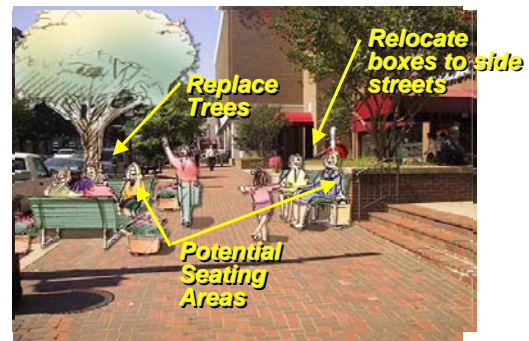
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LAND USE – CD ZONE

GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape



New Opportunities for Sitting and Dining along King Street



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18

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PEDESTRIAN EXPERIENCE – Clutter

- Create an enhanced pedestrian experience by designing the street and removing the visual clutter



Unorganized street elements



General Clutter



Public Infrastructure

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19

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STREETSCAPE – Pedestrian Environment

- Assure that the graphic program is planned and consistent with the historic character of the street



Multiple messages on one sign



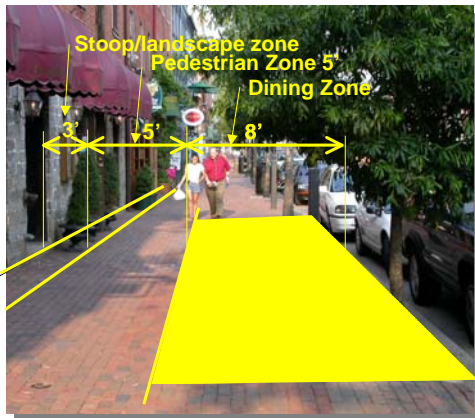
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20

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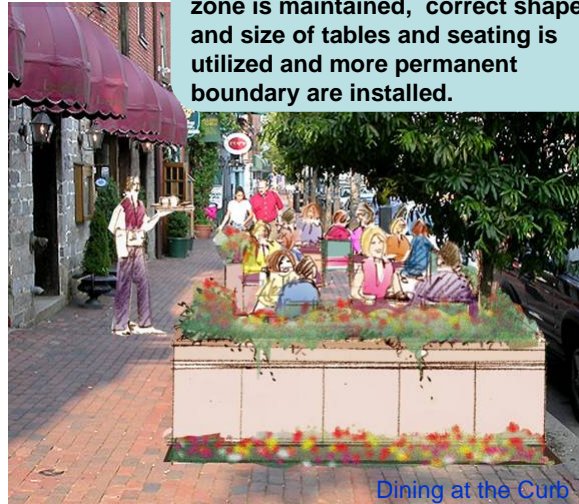
STREETSCAPE – Pedestrian Environment

- Provide easy opportunities for outdoor dining to enliven and provide color and street activity



Analysis of Trial Program

Need to assure that 5' pedestrian zone is maintained, correct shape and size of tables and seating is utilized and more permanent boundary are installed.



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21

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LAND USE

Guiding Principles/ Recommendations

- Remove inappropriate uses
- Ground Floor Uses
 - Outdoor dining
- Upper Floor Uses
- Residential/Commercial Incentives



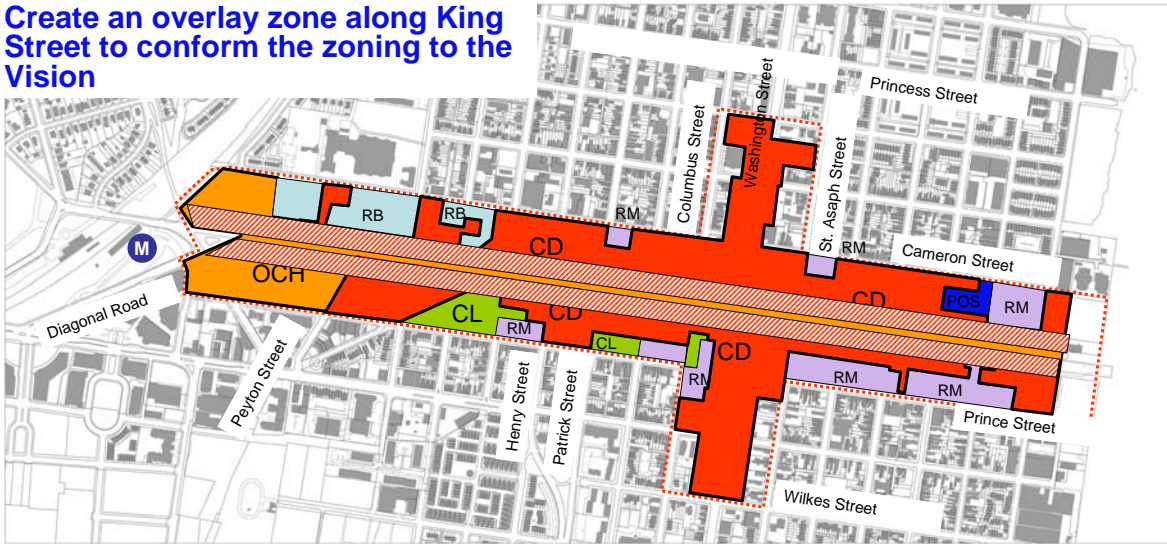
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22

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Regulatory Controls – Zoning

Create an overlay zone along King Street to conform the zoning to the Vision



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23

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LAND USE – CD ZONE

GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape

GROUND FLOOR USES

- Optimize the pedestrian experience by requiring retail at the ground floor with active storefronts;
- Limit the width of personal services and financial institutions.

UPPER FLOOR USES

- Encourage new residential and office in the upper floors to add to the daytime and evening activity;
- Reduce parking disincentive for residential
 - *Modify parking requirements to allow one parking space per residential dwelling unit (currently 1.3 to 1.75)*



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24

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LAND USE – CD - ZONE

GOAL: CREATE A LIVELY RETAIL DISTRICT AND A PEDESTRIAN FRIENDLY STREETScape

- Adjust the USES to be consistent with the King Street Concept
 - *Eliminate the inconsistent uses, e.g. single-family housing, townhouses, hospitals*
- Incorporate incentives where possible to achieve the desired goals for King Street
- Administratively Permitted Uses
 - Outdoor dining
 - Valet Parking
 - Restaurants west of Washington less than 60 seats



- Keep SUP requirement for fast food restaurants

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25

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LAND USE – OCH ZONE – 1500/1600 South Side

DESIGN GOALS

- Preserve the historic buildings that are currently not within the Historic District
- Maintain the scale of the existing historic buildings along King Street from Peyton to the Hampton Inn
- Setback the taller buildings from King Street to preserve the scale of the street and to prevent excessive shadows on the pedestrian sidewalks



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26

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STOREFRONT DESIGN GUIDELINES

- Individual storefronts should follow the small-scale property pattern of King Street to add to the interest and richness of the pedestrian experience
- Storefront window bays may project up to 12 inches into the public right-of-way
- The visual experience of moving along the street should be enjoyable and varied. Changes in treatment (e.g., the use of porticos, setbacks, architectural elements, landscape treatments, etc. within the guidelines) are encouraged.



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27

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PARKING

On-Street Parking

Off-Street Parking

Parking

Principles/Recommendations

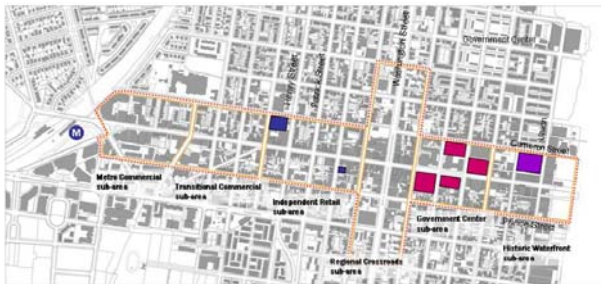
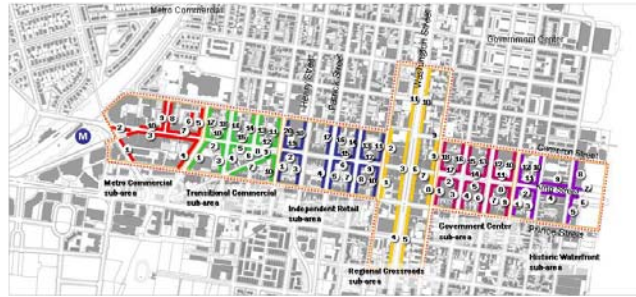
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28

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PARKING –

Identified the On-Street and Off-Street Parking Resources



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29

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PARKING –

What we found:

- Parking capacity is limited:
 - Based on City Parking Requirements there is a numbers “deficit”;
 - Largest “deficit” area is in the “Metro Commercial” area;
 - Of 6,000 total spaces, 19 % are on-street;
 - Old Town lacks public parking resources;
 - Parking is not coordinated as a public resource



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30

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PARKING –

On-Street Parking Occupancy: Percent of Unoccupied Spaces

Sub-Area	11am-1pm	1pm-3 pm	3 pm-5 pm	5 pm-8 pm
Historic Waterfront	5%	7%	20%	12%
Government Center	8%	10%	24%	22%
Regional Crossroads	26%	34%	48%	36%
Independent Retail	19%	28%	39%	37%
Transitional Commercial	30%	38%	41%	38%
Metro Commercial	28%	32%	33%	25%

- Despite perceptions, generally on-street parking is available
 - *Waterfront & Government Center fully occupied at midday*
 - *Waterfront tight in the evening*
 - *Other areas have capacity at all times*
- High level of turnover:
 - *Lowest - Transitional Commercial (2.9/space)*
 - *Highest - Governmental Center (5.7/space) & Historic Waterfront (5.4)*
- Average duration under two hours,
- Longest duration (over 6 hours) concentrated in a few blocks

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31

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PARKING –

Parking Improvement Strategies

- Serve the retail customer with the traditional on-street parking;
- Serve employees and longer-term customers with off-street parking – maximize garage usage
- Assure on-street parking by maximizing the use of off-street parking:
 - Work with private garage owners to permit/encourage public parking
 - Create brochure and website
 - Develop uniform, Old Town parking signage program
 - Develop a program to encourage/ subsidize off-street employee parking
- Implement a revitalized “Park Alexandria” parking validation program
- Valet Parking - Simplify approval process - create standards permit administratively rather than through SUP.
- Maximize use of transit to the area – including local trips (e.g. PTO-to-Old Town)

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32

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TRANSIT

Existing Conditions
Guiding Principles/
Recommendations

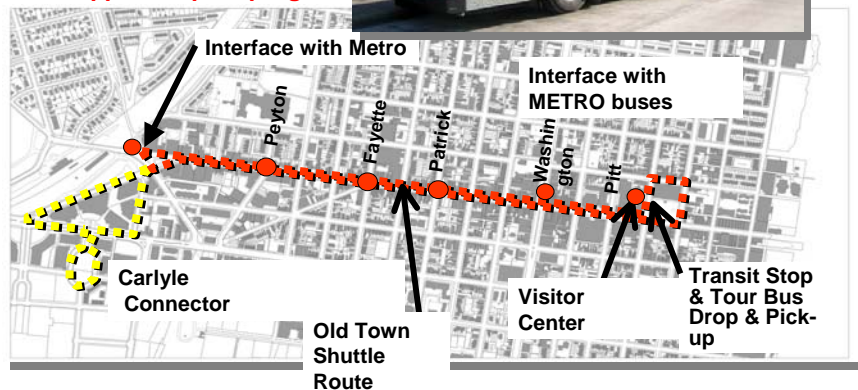
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33

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CIRCULATION/TRANSPORTATION –
GOAL: MITIGATE THE AUTO TRAFFIC & PARKING THROUGH A SHUTTLE TRANSPORTATION SYSTEM

- **Transit Shuttle:**
 - Connect PTO to King Street during lunch hours **Council approved pilot program**
- Create a “fun” special shuttle along King Street
- Coordinate stops with pedestrian seating areas



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34

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WATERFRONT

Guiding Principles/ Recommendations



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35

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WATERFRONT

- Prepare a plan to create a public waterfront that reflects Alexandria's world class reputation



The access to
the Waterfront



The Existing

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36

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STRATEGY IMPLEMENTATION

KING STREET PARTNERSHIP CONCEPT

INTEGRATED MARKETING THEMES

PROGRAMMING

RECRUITMENT/RETENTION

OUTREACH PROMOTION



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37

King Street Retail Strategy

King Street Management Organization

Create a public/private organization to manage the King Street initiatives and advise the City

- Create a Management/Advisory organization for King Street in Old Town - *King Street Partnership - (KSP)* to:
 - Support/Enhance the King Street Mission and Goals/Objectives
 - Advise the City on issues that relate to King Street
 - Coordinate the parking resources
 - Coordinate with DASH to provide enhanced transit services
 - Establish/Monitor retail/entertainment standards or guidelines for operations
- Provide merchandising expertise
 - General Promotions
 - Merchandising Assistance
- Work with the City to establish public/private streetscape standards
- Identify public and private maintenance responsibilities
- Establish a Board which represents business and residential representatives

Consider the creation of a Business Improvement District

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38

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King Street Management Organization

Consider the concept of a Business Improvement District

Virginia localities that have utilized the state legislation for the purpose of creating a business service (or improvement) district,

	Annual Tax Revenue
Rosslyn	\$ 1,000,000
Fairfax City	\$ 600,000
Roanoke	\$ 200,000
Richmond	\$ 700,000
Norfolk	\$ 1,000,000
Staunton	\$ 65,000

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39

King Street Retail Strategy

Thoughts on City Responsibilities

- Policy development and implementation. The *Strategy* provides the public policy guidance for *Strategy's* implementation by the various parties;
- Continuing, from out of citywide tax dollars, existing public services on King Street;
- Initiating the process and establishing the leadership/management entity (KSP);
- Negotiating a common understanding of the public and the private responsibilities;
- Establishing bylaws, charter or other documents that reflect the agreement on responsibilities;
- Establishing a Business Improvement or Service District (starting as early as 2006) if determined appropriate and there is the necessary support;
- Advancing initial start-up costs, if necessary;
- Assisting the KSP in the implementation of its charge by providing political or advisory support;

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40

King Street Retail Strategy

Thoughts on City Responsibilities

- Establishing and maintaining the policy for land use and public/private physical improvements through City policy (based upon the adopted strategy), zoning and other appropriate regulations as implemented by the Department of Planning and Zoning, including facilitating the processing of permits through the Business Facilitator and the Department of Planning and Zoning;
- Establishing public/private streetscape standards to implement the Strategy;
- Implementing and maintaining a “base” level of capital improvements through the City’s CIP process;
- Providing transit services consistent with the strategy to reduce the adverse impact of the automobile;
- Providing coordination between all City departments as they relate to King Street; and
- Working with the KSP to establish an overall parking strategy; this includes ensuring the close coordination of the public parking resources with the overall Old Town parking management plan.

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41

King Street Retail Strategy

Thoughts on King Street Partnership Responsibilities

- Planning, implementing and managing the business and marketing elements of the *King Street Retail Strategy*, such as business promotion, marketing and operational activities;
- Supporting and enhancing the King Street mission and goals/objectives as outlined in the *King Street Retail Strategy*;
- Working with the City to provide a coordinated overview of all issues and proposed actions relating to King Street, including prioritization of all proposed actions and funding allocations;
- Coordinating the public and private parking resources;
- Coordinating with DASH to provide enhanced transit services;
- Establishing and monitoring retail/entertainment operational standards/guidelines, such as show window lighting, hours of operation, private sidewalk cleaning, snow removal, etc.;

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42

King Street Retail Strategy

Thoughts on King Street Partnership Responsibilities

- Developing and implementing a King Street marketing plan including, general and special promotions, retail and merchandising expertise to merchants;
- Working with the City to identify public and private maintenance responsibilities and managing the implementation of the private sector responsibilities;
- Working with Alexandria Economic Development Partnership (AEDP) and others to identify and recruit complementary regional and local businesses and developing information resources and programs to recruit and retain desired businesses; and
- Advising the City on issues that arise relating to King Street and Old Town.

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43

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Thoughts on Board of Directors

- Typically, the boards are 20 to 30 members.
- Prefer Board nearer 20 in conjunction with an active executive committee with representation from the City, Business Boards, Neighborhood Boards, Business, Landowners
- Terms to overlap for continuity
- The business and property owner members could either be elected by the board or by the membership at large

Budget/Funding of the KSP

The potential revenue from the special district depends upon the following factors:

- A determination of the individual parcels within a defined boundary that would be subject to the BID assessments;
 - *Virginia law requires a contiguous boundary, which will mean that the BID would tax not only commercial property, but also residential uses on commercially zoned property.*
- The assessed property values;
- The supplemental tax rate whose revenues would be invested in the district.

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44

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Budget/Funding for the KSP

- The final boundaries will be determined in conjunction with the property owners and businesses;
- The properties (those included in the district tax base) include only those that are zoned CD (Commercial Downtown), CL (Commercial Low), OCH (Office Commercial High), OCM (Office Commercial Medium), WPR (Waterfront Park and Recreation), or RC (High Density Apartment) – these properties are zoned for some manner of commercial use;
- Residential properties in RB or RM (townhouse) zones and in the POS Public Open Space zone are not included if they can be excluded under the “contiguous boundary” rule.

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45

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Budget/Funding for the KSP



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46

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Budget/Funding for the KSP

Property Value	BID Tax Rate (per \$100 of Assessed Value) with a BID budget of:		Annual BID Assessment with a BID budget of:	
Property Value	\$250,000	\$500,000	\$250,000	\$500,000
Property with \$500,000 Assessed Value	2.59¢	5.19¢	\$130	\$259
Property with \$1,000,000 Assessed Value	2.59¢	5.19¢	\$259	\$519

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47

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Marketing Program

RECRUITMENT & RETENTION

GOAL: DEVELOP A PROGRAM TO RECRUIT APPROPRIATE KING STREET RETAIL

- **Recruitment of Independent Retailers** - Create programs to focus on attracting locally-owned, independent stores to fill vacant/new spaces;

Recommended types of retail

- **Arts & Related Stores** - Capitalize on the Torpedo Factory and Festivals
- **Grocery Store** - Capitalize on demand for groceries & pharmacies
- **Entertainment** - Meet the clear demand and market gap for entertainment venues (beyond existing side uses).
- **Old Town Theater** - Support the reopening of the Old Town Theater as a needed entertainment venue

- **Waterfront Entertainment Venue** -

Consider a waterfront entertainment venue, perhaps the redevelopment of the City's food court:

- Live Music Venue
- Legitimate Theatre (theatre, children's puppet theatre, etc)
- Cinemas - (art-house)
- Museum/Exhibition Center (art exhibitions, historic/cultural permanent collection)
- Archaeology Museum
- Family Entertainment Center (recreation/ games w/ eat/drink)
- Community Entertainment Facility (rec/education facility, etc)



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48

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Marketing Program

GOAL: DEVELOP A PROGRAM TO RETAIN APPROPRIATE KING STREET RETAIL

- **Retention** - Expand the outreach and monitoring of existing businesses to foresee problems and assist the business entities
- **Intervention** - Identify actions in support of threatened existing businesses;
- **Outreach & Promotion** - City/ACVA to develop programs for outreach and promotion in addition to the event planning. Identify methods of increasing business without increasing the number of visitors to King Street.
- **Networking** - Assist King Street businesses by creating networking programs to strengthening ties among the existing retailers
- **Local Buyer Programs** - Create local buyer programs to target residents, employee shoppers, and businesses so that local businesses assist each other by buying locally.
- **Hotels/Conferences** - Continue the ACVA effort to build close relationships with the hotels to ensure that hotel guests patronize the King Street businesses.



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49

King Street Retail Study

ISSUES FOR DISCUSSION

- **Conflicting Goals**
 - Pressure to ease the process of approval for certain uses, e.g. restaurants
 - Concern of the impact of the restaurants on the community
 - Concern that restaurants will dominate and drive out retail
- **Conflicting Economics**
 - Desire to create a quality retail pedestrian environment
 - Pressure for office and financial uses to drive out retail
- **Creation of cooperative parking program**
 - Using the offices of the City to bring together the resources of the City to gain cooperation of the private garage owners/operators
 - Providing city funds to encourage the optimization of the hours and use of the garages
- **Creation of the Partnership to "manage" King Street**
 - Creation of a Business Improvement District
 - Sharing of the responsibility
 - City to fund the start-up

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50